

Maricopa City Council Strategic Plan

ADOPTED BY THE CITY COUNCIL ON DECEMBER 20, 2011



2012-2015

CITY OF
MARICOPA[®]
PROUD HISTORY • PROSPEROUS FUTURE

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City of Maricopa Priorities

ECONOMIC SUSTAINABILITY

Maricopa will be a leading regional partner, providing growth opportunities for new companies, entrepreneurs and expanding companies by delivering high quality services, sites, and talent to local, regional, national and international businesses.

QUALITY OF LIFE

To provide residents with a safe and secure community that has the amenities and opportunities for all to enjoy while offering a high standard of living and quality of life.

TRANSPORTATION

To provide a safe and efficient transportation system to the citizens of Maricopa that facilitates the orderly and efficient movement of people, goods, and services.

PUBLIC SAFETY

To safeguard the City's state of well-being; by preventing harm to life, property and the environment and ensuring the complete safety of our residents, businesses, and all who work in, visit, or travel through our community.

QUALITY MUNICIPAL SERVICES

Offer highly effective, fiscally responsible, creative and open service to citizens that exceeds the expectations of the community.



Message from the City Council



Vice Mayor
Edward Farrell



Councilmember
Marvin Brown



Councilmember
Carl Diedrich



Councilmember
Marquisha Griffin



Councilmember
Julia Gusse



Councilmember
Alan Marchione



Mayor
Anthony Smith

The 2011-2012 fiscal year marks the fourth year of the strategic planning process for the Maricopa City Council. It is with great pride that we present the amended and updated version of the Maricopa Strategic Plan.

Each year, the City Council comes together to improve the Strategic Plan to ensure that we continue to have the best principles outlined to guide the growth of our community. The Strategic Plan sets overarching City Council priorities, a sound foundation upon which strategies will be built and direction provided to guide the activities and development of our community.

In addition to updated goals, objectives and activities, this year's Strategic Plan features a list of accomplishments achieved since the adoption of the last Strategic Plan. It also defines future strategic planning objectives as mid-range (two-five years) or long range (five years or more). This addition will ensure that outlined performance measures are met as we

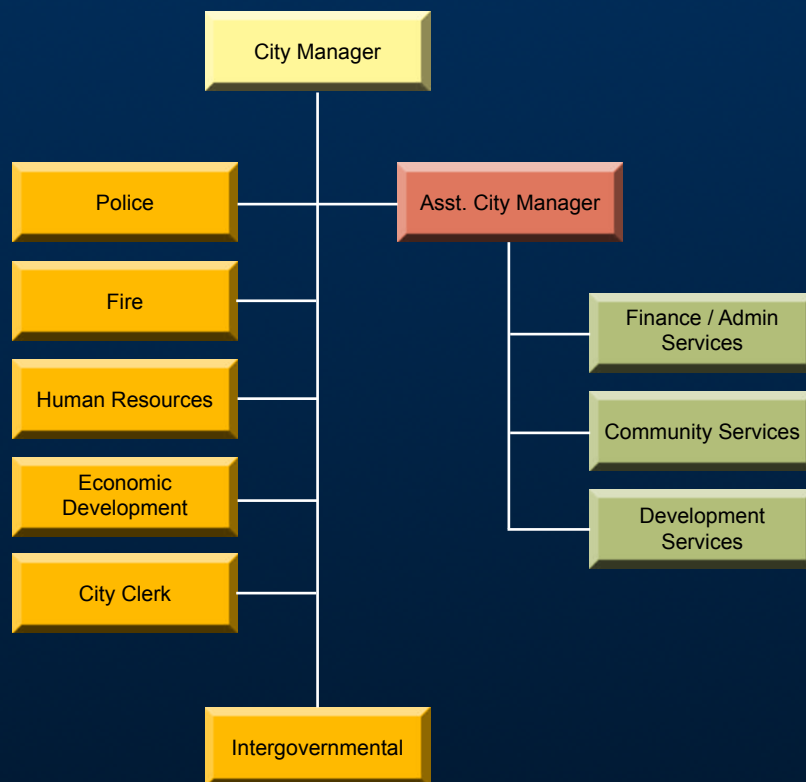
strive to bring these objectives to fruition. Staff will continue to report on completed milestones while achieving the goals and objectives outlined in the Strategic Plan.

As we work to make the contents of this Strategic Plan a reality, we strive to keep our residents informed of the status of our work along the way. We want to react and respond swiftly to the needs of our residents, businesses, developers and visitors. We want to celebrate the successes of our community. We want to make this Strategic Plan a plan that the City Council and community embraces. This Strategic Plan helps us build a Maricopa that is not just successful, but sustainable...a 21st Century City.

Mayor & Council

The City of Maricopa provides diverse amenities, police and fire protection for the community. It operates under a Council-Manager form of government, with a Mayor and six Council members. The Mayor is elected at large every two years; the Council members are elected every four years, biennially. In addition to the Mayor and City Council, the City has one City Magistrate who is appointed by the City Council.





Maricopa City Operations

The City Manager is appointed by the City Council. The City Manager's administration consists of an Assistant City Manager, Police Chief, Fire Chief, Economic Development Director, Development Services Director, Community Services Director, City Clerk, Finance & Administrative Services Director, Human Resources Director and Intergovernmental Manager.

Maricopa at a Glance

- Maricopa is Arizona's 88th municipality, incorporated on October 15, 2003
- The City's current population, according to the 2010 Census, is 43,482 – a 4081% over 2000 Census numbers
- The median resident age is 31
- Maricopa is approximately 45 square miles in size, with a planning area of 278 square miles
- Over 75% of residents report a household income of \$50,000 or more annually
- 88% of adult residents have some post-high school education, with 47% holding a bachelor's degree or higher



Economic Sustainability

VISION

Maricopa will be a leading regional partner, providing growth opportunities for new companies, entrepreneurs and expanding companies by delivering high quality services, sites and talent to local, regional, national and international businesses.

PRIOR STRATEGIC PLANNING YEAR ACCOMPLISHMENTS

- Construction began on the Banner Health Center
- Central Arizona College completed purchase of 217-acre site
- The new Business Beat program, that focuses efforts on shopping local, received more than 5,000 views on YouTube
- Economic Development Strategic Plan completed and approved by the City Council
- Heritage District Design Guidelines completed and approved by the City Council
- Economic Outlook Event held in December focusing on recent developments in the local economy with nearly 100 attendees; Talk & Tee Tours launched
- Remediated Estrella Gin Property
- 2011 business training program graduated 23 businesses

CURRENT STRATEGIC PLANNING YEAR OBJECTIVES & ACTIVITIES

Develop properly aligned resources and tools required to become a regional leader in economic development

- Continue to build internal resources for economic development
- Pursue business retention and expansion efforts for existing businesses
- Expand support for entrepreneurial ventures

Become a community recognized by decision makers as having developable, shovel ready sites, processes, and the tools to satisfy the needs of companies in our targeted industries as identified in the Economic Development Strategic Plan (EDSP)

- Update and improve the City's development process cycle times, zoning code and land use plan
- Plan for adequate sites and infrastructure development to support business growth and attraction
- Conduct a feasibility study for the development of a business park to attract employers
- Include mixed-use activities in the development plans for all applicable City-owned properties

Effectively market the community to become a preferred destination for new investment opportunities among targeted sectors and audiences (as identified in the EDSP)

- Work with Maricopa Chamber of Commerce, Maricopa Economic Development Alliance (MEDA), Industrial Development Authority, Greater Phoenix Economic Council, and other interested organizations to develop Business Leadership and Ambassador groups
- Expand the external marketing campaign and promote business successes

Become known as a community that delivers high quality projects and public amenities

- Pursue the initiation and completion of development plans to improve the quality of place for all residents
- Follow the guidelines and recommendations in the Redevelopment District (Heritage) Area Plan
- Complete the Planning Assistance Document Project to obtain professional recommendations on proceeding with a Special Area Plan for the Seven Ranches district.
- Develop and implement a strategy for encouraging and incentivizing targeted development projects within the City
- Continue to support the expansion of additional retail, entertainment and hospitality amenities

LOOKING FORWARD

Maricopa is currently a young, vibrant community that continues to grow and progress. As the community matures, it will continue to amass the components needed to be a sustainable community. Looking forward, the City will have diverse industries



Did you know?

- **Population: 43,482**
- **Full-Time Equivalent Employees: 203**
- **General Fund Budget: \$39,436,089**
- **Housing Units: 17,240**

that provide residents with opportunities to live, work, and play within the City limits. Residents, business owners, and visitors will have vital services, including critical health care and educational services and an abundance of retail and commercial businesses.

As Maricopa moves forward, the City will invest in physical infrastructure to facilitate shovel-ready sites for development. Within the Heritage District, the City will continue to provide redevelopment opportunities that enhance the District's economic foundation while keeping the tenets of Maricopa's proud and rich history. The City will also continue to build alliances with residents, businesses, educational partners, and nonprofit agencies that will benefit the community at large.

Maricopa has a proud history, a vibrant present and a prosperous future. The goals and objectives in this strategic plan chart the path to continued success.

FUTURE OBJECTIVES

Mid-Range Objectives (2-5 Years)

- In joint meeting sessions, work with the MEDA and the Maricopa Chamber of Commerce to develop plans for their emergence as organizations fiscally independent of the City
- Complete the planning and infrastructure development of City-owned properties in a manner that provides opportunities for business attraction and investment

Long-Range Objectives (Beyond 5 Years)

- Maricopa has a constructed and active business/industrial park that has attracted new jobs and investment to the community
- The City has an active community college campus that continues to grow in pursuit of full expansion
- Maricopa is recognized as a significant player in the economy of the Phoenix Metro area by those in and outside the region



Quality of Life

VISION

To provide residents with a safe and secure community that has the amenities and opportunities for all to enjoy while offering a high standard of living and quality of life.

PRIOR STRATEGIC PLANNING YEAR ACCOMPLISHMENTS

- City Complex CLOMR completed and approved
- Playing fields intergovernmental agreement approved
- North Santa Cruz Wash project advancement
- Global Water Memorandum of Understanding approved
- Central Arizona College intergovernmental agreement
- Removed 10,000 tires from Heritage District
- Established partnership with a community nonprofit organization for special events
- Established the first Youth Council
- Facilitated four new youth and teen programs
- Established and opened the Copa Center
- Record breaking participation in youth sports = 2,590
- Let's Move Maricopa! Inaugural program
- Police and Fire provided seven laptop computers to Maricopa High School graduates
- Library's total materials circulation increased 40% over the previous year; 160,000+
- Created the nonprofit partnership program
- Facilitated and managed passage of 3.2 million education grant to Maricopa Unified School District
- Design standards, white Papers and programming document for City Complex
- Town Hall and Needs Assessment for recreation site
- Copa Center rehabilitation & paving completed
- Neely House rehabilitation completed
- Master Drainage Study finalized
- Veterans Center improvements completed
- Solar rebate program initiated
- Green business program implemented
- Park & Ride lot finished and opened

CURRENT STRATEGIC PLANNING YEAR OBJECTIVES & ACTIVITIES

Create and expand the opportunities that Maricopa residents have to participate in quality indoor and outdoor recreation



- Review the existing Parks, Recreation and Open Space Master Plan to determine citywide need for parks, recreation, and open space
- Coordinate with regional partners to avoid duplication of efforts and to ensure system continuity
- Complete the design and establish construction timeline of a regional sports park and multi-generational center to serve the needs of Maricopa's current and future residents
- Explore partnership opportunities for the design, management and operation of the multi-generational/recreation center and other City facilities as appropriate

Design and implement a capital improvement plan which prioritizes projects and allocates adequate fiscal resources to those priority projects

- Seek innovative and alternative financing opportunities to fund the five-year Capital Improvement Plan (CIP)
- Ensure that bond financing is utilized in a timely and efficient manner to minimize the cost to the taxpayer while providing capital funding to projects

Provide adequately planned, promoted, and funded programs and services for the youth, seniors and families of Maricopa

- Form and maintain partnerships with community organizations, educational institutions, governmental agencies, local businesses, and non-profit agencies to provide a variety of services and programs to Maricopa's youth, seniors and families
- Expand Youth Council program

Address environmental concerns to protect the health, safety and welfare of Maricopa's citizens

- Continue to play a leadership role with federal, state and local organizations charged with addressing environmental concerns in the Maricopa area
- As funding is available, continue the City's Green Business and Solar Rebate programs
- Partner with local utility providers to educate the public on conservation methods and programs
- Utilize the planning process to encourage developers, HOAs and the general public to support and implement environmentally friendly design principles.

Create partnerships with community organizations and institutional interests to address the social services needs of Maricopa

Annual Events

- **Fishing Derby**
- **Great American Barbeque**
- **Holiday Homes on Parade**
- **Mysterious Mansion Mayhem**
- **Salsa Festival**
- **Stagecoach Days**

- Support the organizations and initiatives that address the social service needs of Maricopa
- Strengthen and leverage existing educational institutions and other training assets

LOOKING FORWARD

The City of Maricopa strives to be a city that provides opportunities to live, work, and play within the city limits. The City appreciates and protects the environment for future generations. Maricopa is a community that builds for tomorrow and creates a sense of place.

As it grows, Maricopa will evolve from a small town to a robust municipality. Throughout the transformation, the City will maintain its unique character and preserve its history, while enhancing itself with amenities for residents and visitors.

FUTURE OBJECTIVES

Mid-Range Objectives (2-5 Years)

- As opportunities are presented, consider the acquisition of properties for future recreational uses
- Explore the possibility of creating a Maricopa Authority on Tourism and Sports

Long-Range Objectives (Beyond 5 Years)

- Facilitate the development of a full-service hospital



Transportation



VISION

To provide a safe and efficient transportation system to the citizens of Maricopa that facilitates the orderly and efficient movement of people, goods, and services.

PRIOR STRATEGIC PLANNING YEAR ACCOMPLISHMENTS

- AmTrak Station Siding Concept completed and approved
- City's first High Intensity Activated Crosswalk (HAWK) Pedestrian Signal constructed and completed at the intersection of Porter Road and Alan Stephens Parkway
- Cleaned and resurfaced Heritage District roadways
- COMET local circulator created and routes and service implemented
- Farrell and Hidden Valley Road paved
- Arizona Avenue and Plainview design & construction completed
- Justin Drive paved
- Farrell Road repaved
- Traffic signals completed at Glenwilde Drive, Smith-Enke and Porter and Adams Way and Porter traffic signal design completed
- Bowlin and White and Parker Road improvement design completed
- Porter-UPRR Signal interconnect project completed
- White & Parker grade separation MIS finalized

CURRENT STRATEGIC PLANNING YEAR OBJECTIVES & ACTIVITIES

Enhance the safety, mobility, and connectivity of our regional and intra-regional transportation system

- Work with regional partners to begin implementation of the Regionally Significant Routes for Safety and Mobility plan (RSRSM)
- Work with the State Transportation Board, Maricopa Association of Governments, Pinal County, tribal communities, and local government partners to acquire the funding necessary to advance the I-8/I-10 Hidden Valley Roadway Framework Study Findings



Enhance safety, mobility, and connectivity of our intra-city transportation system

- Implement arterial system improvements as determined in the Maricopa Regional Transportation Plan and City Council approved Capital Improvement Program
- Ensure that an annual preventative maintenance program remains a priority to provide quality infrastructure to the traveling public and decrease lifecycle costs
- Continue to pursue grade separation of key City and State of Arizona infrastructure from the UPRR mainline including completion of the SR-347 DCR and White and Parker EA

- Partner with the tribal communities at the federal level on mutually-beneficial transportation projects

Work with the Union Pacific Railroad to improve safety and support of Maricopa's economic development efforts

- As opportunities are presented, support businesses seeking rail access in coordination and negotiation with UPRR
- Continue to work with UPRR and AMTRAK on relocating the existing passenger terminal to the Estrella (Gin) Property

Pursue an effective mass transit system to serve the city

- Design and support the Estrella (Gin) Property to be a future Maricopa Transit Center
- Reach out beyond our existing political and jurisdictional boundaries to create transit partnerships that foster expansion of the destinations and timeframes that are currently available

LOOKING FORWARD

Maricopa is strategically located and a frequent gateway from Phoenix to Tucson via access to Interstates 8, 10 and 17. Maricopa also has an active rail spur and is currently home to the only Amtrak station location in the Phoenix Metropolitan area. These transportation amenities play a major role in the City's future.

Looking forward, the City will continue to foster ease of pedestrian, vehicle, and rail transportation. The City strives to have well-designed arterials, safe and efficient intersection controls, and bicycle and pedestrian lanes. These transportation amenities will ease travel within the City and ensure connectivity with the region.

To achieve this, the City will focus on the following goals and objectives.

FUTURE OBJECTIVES

Mid-Range Objectives (2-5 Years)

- Provide a minor arterial connection between State Route 347 and State Route 238 (Garvey Avenue) as part of the Estrella Gin Property development
- Work with UPRR on completion of the rail siding engineering design and construction estimate required to relocate the AMTRAK station
- Provide a National Environmental Policy Act (NEPA) decision document and Preferred Alternative for the White and Parker Road/UPRR Grade Separation

Long-Range Objectives (Beyond 5 Years)

- Relocate the AMTRAK Station to the Estrella Gin Property
- Grade separate the State Route 347 crossing of the UPRR mainline
- Grade separate the White and Parker Road crossing of the UPRR mainline

Public Safety

VISION

To safeguard the City's state of well-being; by preventing harm to life, property and the environment and ensuring the complete safety of our residents, businesses, and all who work in, visit, or travel through our community.

PRIOR STRATEGIC PLANNING YEAR ACCOMPLISHMENTS

- Moved Fire Station 575 from Mobile to Heritage District
- Increased MPD volunteers by 50%
- Implemented new volunteer programs for the Police Department
- Initiated Police Department Awards Banquet program
- Successful accreditation mock assessment in preparation for PD's CALEA process
- Participated in Pinal County narcotics task force
- Created additional community-based partnerships with MPD
- PD created partnership with Maricopa Police Foundation
- Fire participated in the creation of a multi-jurisdictional hazard plan
- Fire completed the implementation of a Citizen Emergency Notification System
- Hazardous Material Cost Recovery Ordinance adopted
- Fire completed FD 800mhz transfer for nonhazardous events

CURRENT STRATEGIC PLANNING YEAR OBJECTIVES & ACTIVITIES

Ensuring public confidence by maintaining a welcoming and safe environment in the City of Maricopa

- Achieve Police Department accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA)
- Support Copa Cares and community outreach and education activities
- Present a Fire Department Standards of Cover document consistent with the accreditation requirements established by the Center for Public Safety Excellence for Council adoption

- Improve telecommunications redundancy in the primary Emergency Operation Center (EOC)
- Develop an alternate Emergency Operation Center (EOC) location

Update public safety communications systems to provide seamless operable and interoperable essential public safety communications system

- Conduct a needs assessment evaluating City emergency radio communications
- Accomplish full transfer to 800mhz radio system
- Complete FCC mandated VHF narrow banding by December 2012
- Needs assessment for police dispatch center to determine a short-term solution and a long-term strategy
- Evaluate Police Department Mobile Computing Terminal data connectivity

- Evaluate Fire Station and Emergency Operations Center data connectivity

LOOKING FORWARD

Providing services that ensure community safety is one of the highest priorities to the City. Maricopa strives to provide safe streets, secure neighborhoods, low crime, and quickly responsive public safety services.

Through the City's Police and Fire Departments, the City will continue to be proactive to prevent harm to life and property. The City, in partnership with the community, and through volunteer and community outreach programs and activities, will remain one of the safest cities in Arizona.

The following goals and objectives support and advance this commitment.



FUTURE OBJECTIVES

Mid-Range Objectives (2-5 Years)

- Police Department is on a unified in-vehicle computing solution
- Implement an electronic patient care records system
- Police and Fire have a permanent administration building
- Achieve Fire Department accreditation through the Center for Public Safety Excellence
- Complete Heritage District Fire Station construction

Long-Range Objectives (Beyond 5 Years)

- Construct Tortosa Fire Station



Quality Municipal Services



VISION

To offer highly effective, fiscally responsible, creative and open service to citizens that exceeds the expectations of the community.

PRIOR STRATEGIC PLANNING YEAR ACCOMPLISHMENTS

- Communications Policy completed and adopted
- Employee Benefit restructuring implemented
- Fire Memorandum of Understanding adopted
- Social media strategies implemented and enhanced
- Budget balanced without use of reserves
- Sold three fire engines
- Purchased two new fire engines
- Two Town Hall facilitated
- State of the City of Maricopa presented

- Hired a new City Manager
- iLegislate unveiled
- Legistar transition begun
- Munis implementation completed
- Held City's first Employee Recognition event
- Fire implemented a records management system to improve data analysis
- E-Civis initiated and offered to community partners
- More than 17 million media impressions received
- Establish and trained new Board of Adjustment
- Comprehensive response to Bureau of Indian Affairs on environmental assessment request
- Officially trademarked City logos

CURRENT STRATEGIC PLANNING YEAR OBJECTIVES & ACTIVITIES

Encourage citizen engagement and communication

- Offer and promote greater opportunities for residents to connect with the City
- Continue to provide and enhance effective means for the community to get information
- Effectively market all City programs and services

Stay Informed

- City of Maricopa website:
www.maricopa-az.gov
- City of Maricopa Government Access Channel: **Maricopa20**
- City Council Meeting Days: **first and third Tuesday of the month at 7 p.m.**

- Communicate and promote City accomplishments and goals

Build and enhance effective regional relationships to meet the City's objectives

- Maintain relationships with governmental agencies, tribal communities, nonprofits and educational partners

Deliver the highest quality municipal services

- Implement the Citizens Survey to determine priority of services and benchmark to prior survey responses
- As appropriate, obtain and consider feedback from consumers of the City's services and/or programs
- As appropriate, benchmark the City with other comparable municipalities to determine and implement best practices
- Attract, train, evaluate, and retain a high-quality municipal workforce
- Provide training, tools, and equipment to employees in order to maintain quality services
- Adopt and follow building, zoning and fire safety codes which encompass the best practices in public health and safety
- Utilize the latest technology while maintaining personal service
- Research and initiate the process to become a charter city

Create and maintain a positive and productive organizational culture which values excellent customer service, is responsive and accessible

- Foster a culture of teamwork among all employees
- Support a culture of professionalism

LOOKING FORWARD

As Maricopa grows and matures as a community, so does the City organization and the services provided. To ensure that the highest quality municipal services are provided to the community today and in the future, this new priority has been added to the strategic plan.

The City's goal is to provide the best customer service to the residents, current and prospective businesses, and community visitors. To achieve this, the City will continue to be an organization that prides itself on openness and transparency, anticipating public interest and providing public information to the public, implementing cutting-edge services, and the highest professionalism and customer service. This will ensure greater public participation in City programs, services, and advisory groups.

To propel the organization to the next level, the following future goals and objectives have been identified.

FUTURE OBJECTIVES

Mid-Range Objectives (2-5 Years)

- City staff to be located in a permanent City Hall
- Review the City's revenue streams and pursue changes as needed
- Become a charter city

CONTACT PHONE LIST

General Number: (520) 568-9098

Mayor & City Council.....	316-6820
City Manager	316-6811
City Clerk.....	316-6970
Code Compliance.....	316-6927
Community Services.....	316-6960
Development Services.....	316-6920
Economic Development.....	316-6990
Finance Department.....	316-6850
Fire Department	568-3333
Graffiti Hot Line.....	316-6900
Human Resources.....	316-6805
Library.....	568-2926
Police Department.....	316-6800
Public Information.....	316-6995
Purchasing.....	316-6846
Silent Witness.....	316-6900
Transit Services.....	316-6959





Back row, pictured left to right: Councilmember Marquisha Griffin, Councilmember Carl Diedrich, Councilmember Alan Marchione, Councilmember Julia Gusse. Front row, pictured left to right: Vice Mayor Edward Farrell, Mayor Anthony Smith, Councilmember Marvin Brown



Brenda S. Fischer
City Manager

CITY OF

MARICOPA®
 PROUD HISTORY • PROSPEROUS FUTURE